LEADERSHIP IN SAFETY
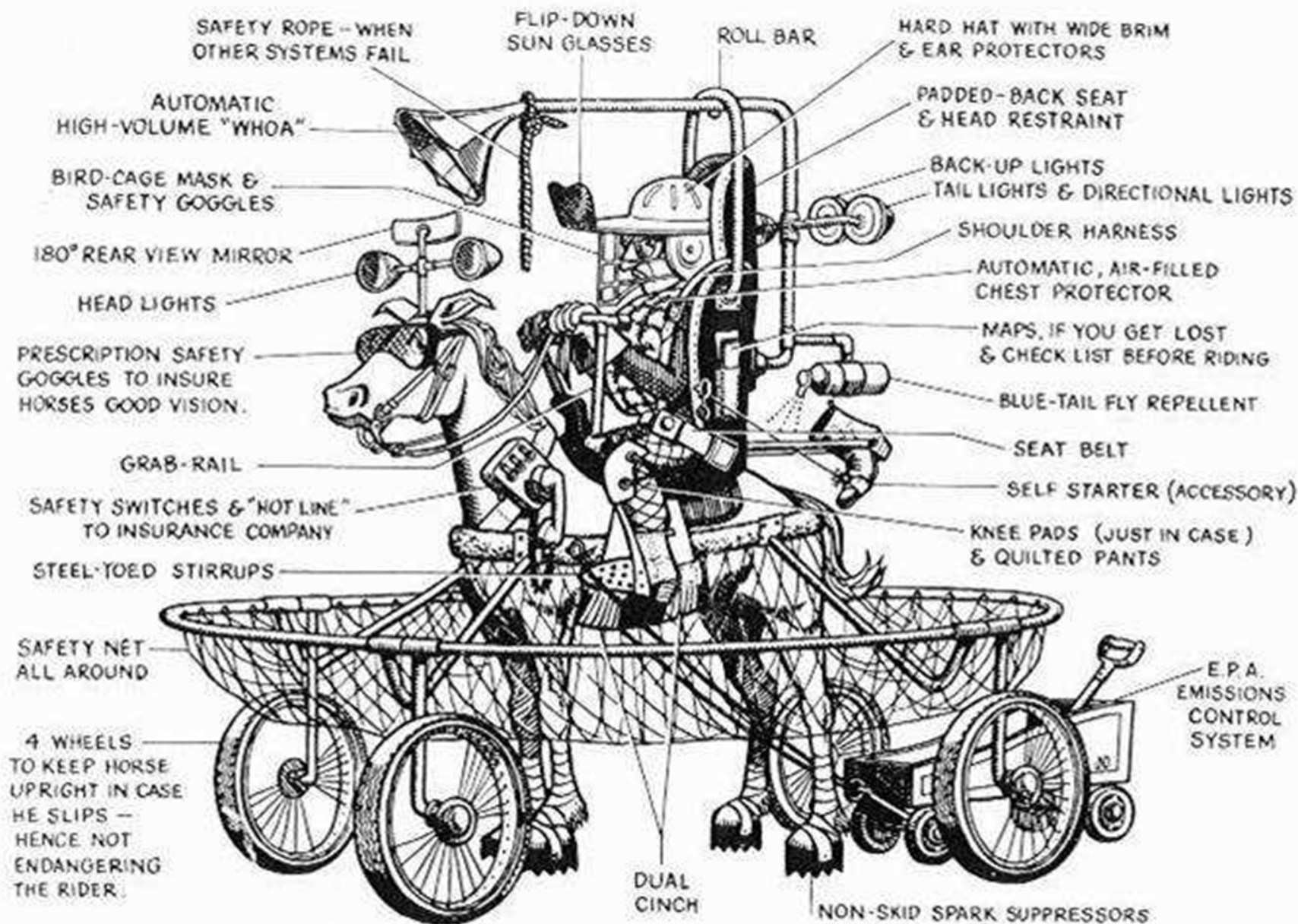
Miriam Owens VOSHA Compliance Assistant Specialist

COWBOY BEFORE OSHA...

Cowboy after O.S.H.A.

EMPLOYER RESPONSIBILITY

Section 5 of the OSH Act; *also*

Title 21, Vermont Statutes Annotated

§ 223. Duties

(a) Each employer shall furnish to each of his or her employees' employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or significant physical harm to his or her employees; and the employer shall comply with safety and health standards promulgated under the VOSHA Code.

(b) Each employee shall comply with the safety and health standards and all rules, regulations and orders of the VOSHA Code which are applicable to his or her own actions or conduct.

EMPLOYEE RIGHTS

- Having a safe and healthful workplace that is free of known dangers.
- Requesting action from the employer to correct any hazards.
- Getting training from the employer on chemicals, hazards, and standards.
- Accessing information from the employer on OSHA standards, job hazards, safety measures, and workers' injuries.
- Initiating OSHA inspections by filing a complaint or having a representative during inspections.
- Receiving notice of citations and penalties.
- Instituting action in court in case of imminent danger and OSHA's failure to act.
- Accessing environmental sampling data and toxic substances monitoring.

LEADERSHIP IN SAFETY

CULTIVATES
SAFETY CULTURE

REDUCES
INCIDENTS

ENHANCES
PRODUCTIVITY

PROMOTES
COMPLIANCE

ENCOURAGES
ACCOUNTABILITY

FACILITATES
CONTINUOUS
IMPROVEMENT

BUILDS TRUST
AND RESPECT

LEADERSHIP IN SAFETY

CULTIVATES SAFETY CULTURE

"As a manager, the one signal you need to steadily send to your people is how important they are to you. In fact, nothing is more important to you. Realize your influence and use it wisely. Be there for your people. Find out who they are. Recognize the effects you have on them and how you can make them grow taller."
— D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

LEADERSHIP IN SAFETY

"Leaders need to understand how profoundly they affect people, how their optimism and pessimism are equally infectious, how directly they set the tone and spirit of everyone around them."
― D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

CULTIVATES SAFETY CULTURE

LEADERSHIP IN SAFETY

- Company leaders value employee safety
- Managers are committed to changing the work environment for the better
- Employees feel empowered to take action
- Employees feel ownership over the safety of themselves and team members
- Investments are made in safety procedures, programs, and equipment

CULTIVATES SAFETY CULTURE

LEADERSHIP IN SAFETY

•Increased employee productivity
•High employee engagement
•Lower turn over
•Decreased rates of injury or accident

POSITIVES OF A SAFETY CULTURE

LEADERSHIP IN SAFETY

BUILDING A SAFETY CULTURE

- Define Responsibilities
- Create an Organizational Vision for Safety
- Develop a System for Open Communication
- Involve All Level of Employees
- Rebuild Reporting System
- Implement Hands-on Training
- Management Modeling
- Hold Employees Accountable
- Celebrate Success
- Commit to Continual Growth

LEADERSHIP IN SAFETY

REDUCES INCIDENTS

"Safety is not the absence of accidents; safety is the presence of capacity. We don't improve safety by eliminating bad things, we make safety better by improving our systems, processes, planning, and operations.."
— **Todd Conklin**

LEADERSHIP IN SAFETY

- Increases morale
- More engaged in tasks
- Reduced downtime and disruption to work

ENHANCES PRODUCTIVITY

LEADERSHIP IN SAFETY

"The key to being a successful skipper is to see the ship through the eyes of the crew. Only then can you find out what's really wrong and, in so doing, help the sailors empower themselves to fix it."
— D. Michael Abrashoff, **It's Your Ship: Management Techniques from the Best Damn Ship in the Navy**

- Commitment to learning & improvement
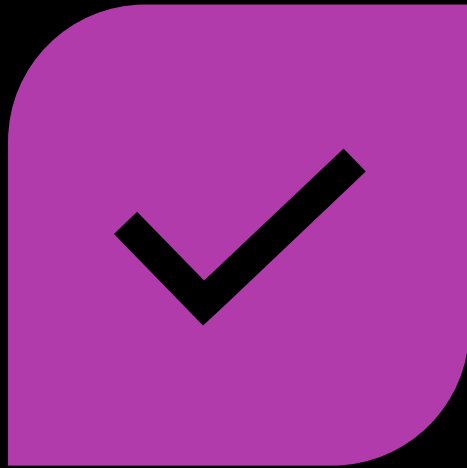- Analyze incidents to implement corrective actions.

PROMOTES COMPLIANCE
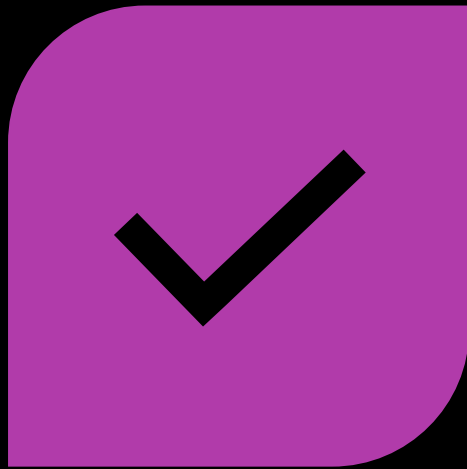
LEADERSHIP IN SAFETY

"Personal accountability is a declining character trait in the United States today," — D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

ENCOURAGES ACCOUNTABILITY
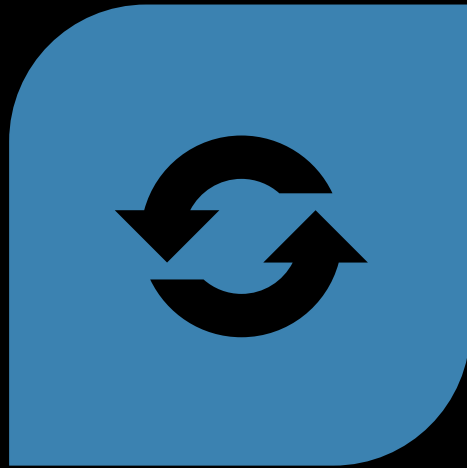
LEADERSHIP IN SAFETY

When a leader creates a culture of strong accountability:
- Define what's expected & how it is measured.
- High quality training is provided
- Resources are provided to work safely
- Appropriate feedback is provided: positive & developmental

ENCOURAGES ACCOUNTABILITY

LEADERSHIP IN SAFETY

"Show me an organization in which employees take ownership, and I will show you one that beats its competitors."
— D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

FACILITATES CONTINUOUS IMPROVEMENT

LEADERSHIP IN SAFETY

BUILDS TRUST AND RESPECT

"Lead by example; listen aggressively; communicate purpose and meaning; create a climate of trust; look for results, not salutes; take calculated risks; go beyond standard procedure; build up your people; generate unity; and improve your people's quality of life."
— D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy

LEADERSHIP IN SAFETY

What is Trust?
- Reliance on the integrity, strength, ability, surety of a person or thing
- Confident expectation of something
- Trust builds hope
- Authenticity, integrity, genuine, transparency, & sincerity

–David Crouch, Director of Research & Development; Caterpillar Safety Services

BUILDS TRUST AND RESPECT

LEADERSHIP IN SAFETY

"The key to being a successful skipper is to see the ship through the eyes of the crew."
— **D. Michael Abrashoff, It's Your Ship: Management Techniques from the Best Damn Ship in the Navy**

- Transparency and integrity
- Authenticity
- Effective communication

–David Crouch, Director of Research & Development; Caterpillar Safety Services

BUILDS TRUST AND RESPECT-VISIBILITY

LEADERSHIP IN SAFETY

- Everyone understands that safety is integrated into the entire operation
- Safety is an equal area of focus with production, quality, finance & customer service.
- Employees are involved in identifying & solving safety problems.
- Every employee is kept informed of all relevant information needed to work safely.

"Everyone communicates; few connect."
-- John Maxwell

BUILDS TRUST AND RESPECT-
EFFECTIVE COMMUNICATION

LEADERSHIP IN SAFETY

When a leader is credibly conscious:

- Understands the safety processes within the team
- Has the necessary information to make wise, informed safety decisions
- Effectively appraises risks where they exist
- Internalizes safety concepts and applies them personally
- Continually learns & grows in their ability to lead a culture of safety excellence.

"Claiming that you are what you are not will obscure the strengths you do have while destroying your credibility."
--Tom Hayes

BUILDS TRUST AND RESPECT-
CREDIBLY CONSCIOUS

LEADERSHIP IN SAFETY

Human & Organizational Performance (HOP)

1. People make mistakes
2. Blame fixes nothing
3. Context drives behavior
4. Learning and improving are vital
5. How leaders respond to failure matters

4 Domains with 14 elements:

1. Accountability- define expectations, train to enable, provide resources, measure performance, and provide feedback.

2. Connectivity- involve employees, share information, and integrate safety.

3. Credible Consciousness- demonstrate knowledge and demonstrate reasoning.

4. Trust- demonstrate care, value safety, communicate openly, and interact effectively.

SAFELY HOME.
EVERYONE.
EVERY DAY.™

LEADERSHIP IN SAFETY

FROM SAFETY FUNDAMENTALS TO SAFETY LEADERSHIP
CATERPILLAR SAFETY SERVICES

Safety is in your Hands.